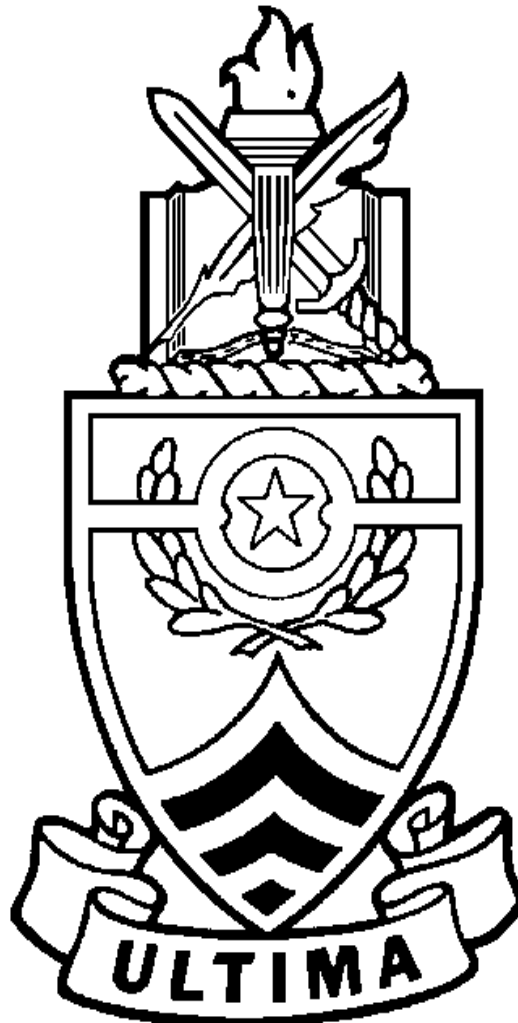


**U.S. ARMY SERGEANTS MAJOR ACADEMY  
FORT BLISS, TEXAS**



**SERGEANTS MAJOR ACADEMY  
NONRESIDENT COURSE**

**RESIDENT PHASE PAMPHLET  
NOVEMBER 2003**

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## **ORDERS:**

**TDY, ADT, OR AT ORDERS:** The Academy sent a roster of students eligible to attend the resident phase to each Component (USAR-ARPERSCOM, ARNG-NGB, RA-PERSCOM) They in turn will distribute instructions to each students PSB to publish and distribute your orders. If you have not received your orders 30 days prior to your reporting date, you should contact your NCOES office at:

Regular Army POC: Ms Pomeroy DSN 221-5363/8424 or (703) 325-8424

National Guard POC: You need to contact your state Milpo first. NGB, MSG Skeim DSN 327-7333 or (703) 607-7333

Army Reserves POC: Ms Daniele DSN 892-0362, (314) 592-0362 or 1 800 325-4754

Keep your class facilitator abreast of all developments but remember, we do not cut orders here at USASMA nor do we have any input with your proponent's personnel center. If, for example you break your leg prior to coming to the resident phase, give us a courtesy notification of your status. Work your deferment promptly through your chain of command to update your status on ATTRS.

**DISBURSEMENT OF PAY AND ALLOWANCES:** The Fort Bliss Finance and Accounting Office (FAO) will **NOT** disburse pay and allowance to students.

USAR-IRR Students Ordered to Active Duty for Training:  
Effective 1 Oct 95, Fort Bliss Finance and Accounting Office no longer disburses travel advances or do final settlements for USAR soldiers assigned to the Individual Ready Reserve (IRR). Submit requests for travel advances and travel settlement vouchers to DAO St. Louis, DFAS-IN-EM-JP-T, 9700 Page Blvd. St. Louis MO, 63132-5200. The Ft. Bliss FAO will process claims for regular pay and allowances. However, these payments will be forwarded to "sure pay" or bank accounts. **Fort Bliss will not issue checks.**

Regular Army Students and USAR/ARNG Students Serving on AGR Tour: These students attend the resident phase in a TDY status. The Fort Bliss FAO cannot disburse travel pay or other pay and allowances. Under the Army Charge Card Program, these students are required to pay for their lodging expenses with a "Military Charge Card" or with their own funds. The student's home station or final destination station finance office is responsible for all advance travel pay and final settlements.

Depending on supply and demand for hotels/motels in El Paso, there have been times when a student cannot lock-in the per diem rate. The Academy has taken every step to preclude this from happening. If it does, your comptroller should be able to explain procedures under the JTR to be paid the actual expense.

USAR and ARNG Students Ordered to Active Duty for Training or Performing Annual Training: The Fort Bliss FAO cannot disburse travel pay or other pay and allowances to these students. The student's home station regional finance center is responsible for all advance travel pay and final settlements.

**All students must bring sufficient funds to cover expenses incurred during the resident phase.**

***REPORTING:** All Command Sergeants Major and any other early arriving Sergeants Major must report to the East Auditorium at USASMA and be seated no later than 1200 hrs, 5 November 2003.*

All other students must report to the East Auditorium at USASMA and be seated by 1200 hrs, on 6 November 2003 and 0900 hrs, on 7 November 2003. If you need to contact the Academy call one of the following:

During Duty Hours: Nonresident Course, (915)568-8545

After Duty Hours: Academy Staff Duty NCO, (915)568-8081/8618

**EXPENSES:** You should bring sufficient funds for your daily expenses (lodging and meals) and for any additional activities your class may elect to conduct. Some things to consider are:

Lodging: \$78.00 or less per night (Current Per Diem).

Meals and Incidental expense: \$32.00 per day.

Class Ring: \$90.00 to \$300.00 (approximate)

Class Photo: **Price TBD**

#### **ARRIVAL AND ATTENDANCE INFORMATION:**

**ARRIVAL:** When you arrive in El Paso, you should immediately go to your hotel for check-in. If you arrive by POV, you should use the map insert (p. 5) to locate your hotel. Most hotels are near the El Paso International Airport. If you arrive by air, use the courtesy phones located near baggage claims to contact your hotel for pick up by hotel shuttle.

**DEFERMENTS:** If, for any reason, you are unable to attend the Resident Phase, you must contact the Sergeants Major Academy Nonresident Course **immediately**. All requests for deferment must be processed thru your Chain of Command, to include the appropriate Proponent (NGB, ARPERSCOM, PERSCOM). **THIS OFFICE MUST RECEIVE REQUEST FOR DEFERMENTS ON OR BEFORE 1 Oct 2003.** We request a courtesy copy be faxed to the NRC at DSN 978-8214 or Commercial (915) 568-8214.

**EMERGENCY PHONE NUMBERS:** Should an emergency arise while you are enroute to the Academy or during your stay, you may call the following numbers:

<u>After Duty Hours</u>	<u>During Duty Hours</u>
DSN: 978-8081/8618	DSN: 978-8545
Commercial: (915) 568-8081/8618	Commercial: (915) 568-8545

**HOTEL INFORMATION:** We have made hotel arrangements for all students. Failure to stay at your designated hotel may cause you to pay higher than the per diem rate. All students must first contact the Fort Bliss Inn. If all their room blocks (140) are reserved, the student may then contact other designated area hotels listed below. NOTE: Fort Bliss Inn will not issue statement of Nonavailability until all of their room blocks have been reserved. Students making reservations will inform the reservations desk at each hotel that they are coming to attend the November 2003 Resident Phase at the Sergeants Major Academy.

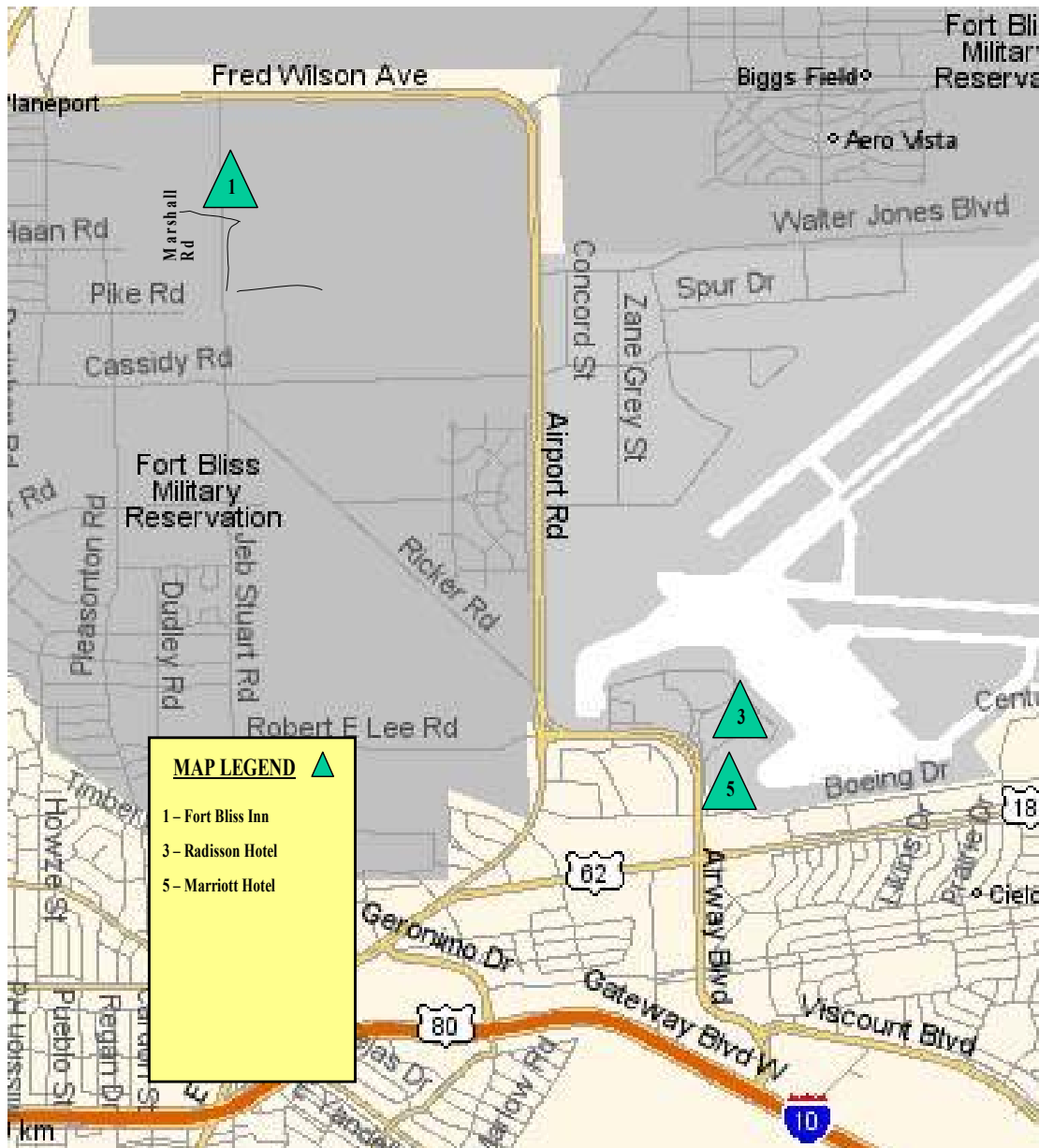
**You must call the Hotel to confirm your room and arrival time at least two weeks prior to arrival. Failure to do so will result in loss of room guarantee and you will be held responsible to make your own arrangements for billeting.**

#1 The Inn at Fort Bliss (915) 565-7777

#3 Radisson Suites Hotel, 1770 Airway Boulevard,  
(800) 333-3333 or (915) 772-3333

#5 Marriott Hotel, 1600 Airway Boulevard, (800) 228-9290  
(915) 779-3300

LOCAL AREA MAP  
WITH THE HOTELS IDENTIFIED  
IS INCLUDED IN THE  
PACKET AS A SEPARATE INSERT  
LOCAL AREA MAP



**TRANSPORTATION:** During the resident phase, we provide limited transportation between the hotels and the Academy. It would be best if students are provided a rental vehicle. Many students decide to form groups after their arrival and rent a car during the time they are here. This is an economical means of personal transportation; however, there is no government reimbursement authorized for the rented vehicle unless authorized by your command.

**INPROCESSING:** Takes place at the Academy on 5 ,6, 7 November 2003. **If required, USAR students must turn in Individual Active Duty Certificate of Performance (ARPC 3924 dated Apr 94) or USARC 25-R (Test) during improcessing.** You must bring to **INPROCESSING** all items listed on page 50.

**UNIFORMS:** All students will ensure all uniforms present a neat and well-groomed appearance in accordance with AR 670-1. You will need the following uniforms while attending the resident phase:

Physical Fitness Uniform (PFU): The complete Army PFU.

BDU Uniform: The BDU (hot weather or temperate) is the official duty uniform at the USASMA except on the days you are required to wear the class A,B or dress uniform. No DBDUs, ABDUs, Nomex Flight Uniforms, Cook whites or any other uniforms other than the BDU are authorized. Authorized boots worn with the BDUs at USASMA are the black issue boot, jump boot, or the black jungle boot IAW AR 670-1.

Class B Uniform: Worn for the Opening Ceremony with short sleeve shirt and, Regimental crest. Class A Uniform worn for Graduation Ceremony and for the group room picture.

- Male Students: Army green coat with all authorized awards and decorations, trousers, Army green short or long sleeve shirt, and four-in-hand necktie.

- Female Students: Army green classic coat with all authorized awards and decorations, skirt or slacks, short or long sleeved shirt, and black neck tab.

Uniform for the Graduation Dinner: Dress Blue or formal Dress Green uniform. IAW AR 670-1 female soldiers must wear the skirt with the formal Dress Green and Dress Blue uniform.

**CIVILIAN CLOTHING:** The weather in El Paso is hot during the summer. **Social dress** is casual; i.e., slacks, sport shirt, pantsuits, informal dresses.

### **Physical Training and Weight Control**

1. USASMA is at the forefront in the Army's effort to get into true fighting shape.

a. Upon arrival, height and weight is checked in accordance with AR 600-9 (Army Weight Control Program). **Students who do not meet the weight standards are denied enrollment in the Sergeants Major Nonresident Course (SMNRC).**

b. Successful completion of the Army Physical Fitness Test (APFT) is a graduation requirement.

c. Proof that your periodic physical is current is an NCOES requirement.

(1) The USASMA Health Promotions Office (HPO) and the cardiology service of William Beaumont Army Medical Center (WBAMC) will conduct cardiovascular risk screenings of all SMC students based on their current physical. We require submission of the following items before you arrive. Mail or Fax the following documents to the HPO (see para (3) below), not later than 30 August 2003:

(2) One copy of a **current physical exam, within the last five years** (forms DA 2808 or SF 88 and DA 2807-1 or SF 93). If **over 40** years of age, the periodic physical must include the following:

(a) One copy of a electrocardiogram.

(b) Lab results for the following blood tests: fasting blood glucose and lipid 5 (cholesterol).

(3) If you are diabetic, have a history of heart problems, or other medical conditions, you should alert the HPO to your condition when you mail the above documents.

(4) SGM students can fax the above documents. DSN: 978-8214 or comm: 915-568-8214. We recommend mailing these documents to:

**USASMA-HPO  
ATTN: ATSS-CH (MAJ Boutilier)  
BLDG 11291, BIGGS FIELD  
FT BLISS, TX 79918-8002**

2. Do not hesitate to contact the HPO at DSN 978-8271 or commercial (915) 568-8271 Email HPO at: <mailto:hurelld@bliss.army.mil> <mailto:boutilierb@bliss.army.mil>



**WEIGHT CONTROL:** To attend the resident phase you must meet the height/weight/body fat standards as outlined in AR 600-9. We will initiate dismissal procedures on those students who do not meet these standards.

**WEIGH-IN:** We will conduct a weigh-in on 5-7 November 2003 on the day that you inprocess. Uniform for this activity is the Army summer PFU. No other clothing or uniform is authorized. **Do not wear spandex to the weigh in. If you do you will have to remove it and wait to weigh in.**

**PHYSICAL FITNESS TRAINING/ARMY PHYSICAL FITNESS TEST:** We do not conduct physical training during the two-week resident phase. However, students must pass the APFT administered at the Academy to graduate. Academy personnel will administer the APFT on 10, 11, and 12 November 2003. Failure to successfully complete the APFT will result in initiation of dismissal procedures.

**CLASS ADMINISTRATIVE FEE:** Your class leaders will ask for \$15.00 from each student to cover any costs incurred by your class. Administrative fees cover expenses such as flowers and wine for the graduation dinner, flowers for deaths, and other incidentals. You are only here for two weeks, so logistically it is hard to stop the class routine and ask for a donation if needed. As a class you must vote on how to spend your money. Your class leadership will solicit your input regarding any remaining funds.

**CLASS RINGS/PHOTOGRAPHS:** Ring companies will set up in the Academy Complex during in-processing as well as hotel lobbies specific date, times and hotels TBD. The Academy does not endorse any company and it is each student's personal choice to purchase a class ring. You will take group photographs on 12 November 2003. You will also have the option to purchase a copy of the group photo.

**CLASS GRADUATION DINNER:** The class graduation dinner is on Thursday evening, 20 November 2003 at the Centennial Club. This is a formal dinner and guests should dress appropriately. The menu and prices are as follows:

Choice 1 : \$23.00

**PESTO CHICKEN & FILET MIGNON**

Choice 2 : \$17.00

**VEGETABLE PLATE**

*with Wild Mushrooms & Madera Sauce*

*Wild Rice*

*Green Beans Almondine*

*Caesar Salad*

*Dinner Roll & Butter*

*Desert: Lemon Creme and*

*Chocolate Layer Cakes*

*Wine & Punch*

*Coffee & Tea*

*Dinner Roll & Butter*

*Desert: Lemon Crème and*

*Chocolate Layer Cakes*

*Wine & Punch*

*Coffee & Tea*

**GRADUATION DINNER GUESTS:** It is extremely important that we obtain information about any guests and/or VIPs who will attend your graduation dinner. We ask that you complete the **Dinner Guest Questionnaire**. Students must obtain their guests' dinner menu selection and pay for their meal no later than Monday, 17 November 2003. Guests are responsible for arranging their own lodging and transportation.

**RETURN TRAVEL PLANS:** The graduation ceremony starts Friday morning, 21 November 2003. You will not miss the graduation ceremony because of an early flight; therefore, plan your return travel after 1500, 21 November 2003. Remember the increased security measures that are in place at our country's airports. Be prepared for at least a 2 hour check-in.

**CHECKOUT:** You must check out and pay your hotel bill prior to your departure for the graduation exercise. Credit card payment is preferable. You may be able to leave your belongings in a secure area of your hotel if you make prior coordination with hotel management.

**MEDICAL CARE:** William Beaumont Army Medical Center is within three miles of Fort Bliss. Troop Medical Clinics are available on Fort Bliss, but there are no medical facilities on Biggs Field. **REMEMBER TO BRING YOUR MEDICAL RECORDS.**

**FACILITIES:** The Academy is on Biggs Airfield, which is a part of Fort Bliss. Fort Bliss has complete facilities (William Beaumont Army Medical Center, PX, Commissary, Clothing sales store, fast food facilities, etc.)

**BIGGS FACILITIES:**

AAFES Shoppette/Service Station: Has various personal care items, magazines, drinks, and some food items. It also has self-serve gasoline station. 0700-2100 M-F, 0900-2000 Sat & Sun

AAFES Bookstore: Located in the Academy complex. The bookstore sells prepackaged sandwiches, snack food, paper and pens, personal care items, and reading materials. The Snack Bar located in the same area, sells hot sandwiches and breakfast items. 0730-1300 M-F

Barber Shop: Located in the Academy complex. **Closed during weekends.** 0730-1330 M-F

Dry Cleaner and Tailor Shop: Located in the Academy complex. **Closed during the weekends.** 0730-1300 M-F

Centennial NCO Club: The Centennial is within walking distance from the Academy. The club serves lunch from 1100-1300 M-F. They also serve a Sunday Brunch from 1000-1300. The PUB is open Fridays from 1630-0430. The CLUB METRO is open Saturdays from 2200-0500.

Gymnasium: Within walking distance from the Academy (0600-2000, Mon-Fri).

NCO Museum: Operating hours at the museum: 0900-1600 M-F

**COMPUTER LAB:** Located in the Academy complex. As the number of computers is limited, students may want to consider bringing a laptop computer for their convenience. Hours of operation are 0800-1700 M-F based on student need.

**ACADEMIC REQUIREMENTS:** During the two-week resident phase there are two major areas for CL28 & below, NSA Brief and Army Writing Style LVE/PE 18 attached. The same for CL29 with the addition of the Info brief and Research paper you must complete these requirements prior to your arrival. You must thoroughly familiarize yourself with these areas as indicated below:

**NATIONAL SECURITY AFFAIRS CERTIFICATION:** You must prepare your preassigned country briefing as outlined in the following lesson prior to arriving at the Academy. You will give a 10-minute practice oral presentation and a 15-minute oral graded presentation. The National Security Affairs model example will help you prepare your briefing. Your country assignment is on the NRC web page.

## Student Handouts

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### **This Appendix Contains**

This appendix contains the items listed in this table:

<b>Title/Synopsis</b>	<b>Pages</b>
<b>SH-1, National Security Affairs Research and Briefing Tips</b>	SH-1-1 thru SH-1-14
<b>SH-2, National Security Affairs Briefing Standards</b>	SH-2-1 thru SH-2-17

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## National Security Affairs Research and Briefing Tips

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**This Student  
Handout Contains**

This student handout contains no official Army doctrine. It contains 13 pages of researching and briefing tips. Following these tips will assist you in successfully preparing and presenting your NSA briefing.

**NOTE: Print SH-1 and bring it with you when you attend Phase II at the Sergeants Major Academy so that you have (in writing) the research and briefing tips regarding the NSA certification briefing.**

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## National Security Affairs Research and Briefing Tips

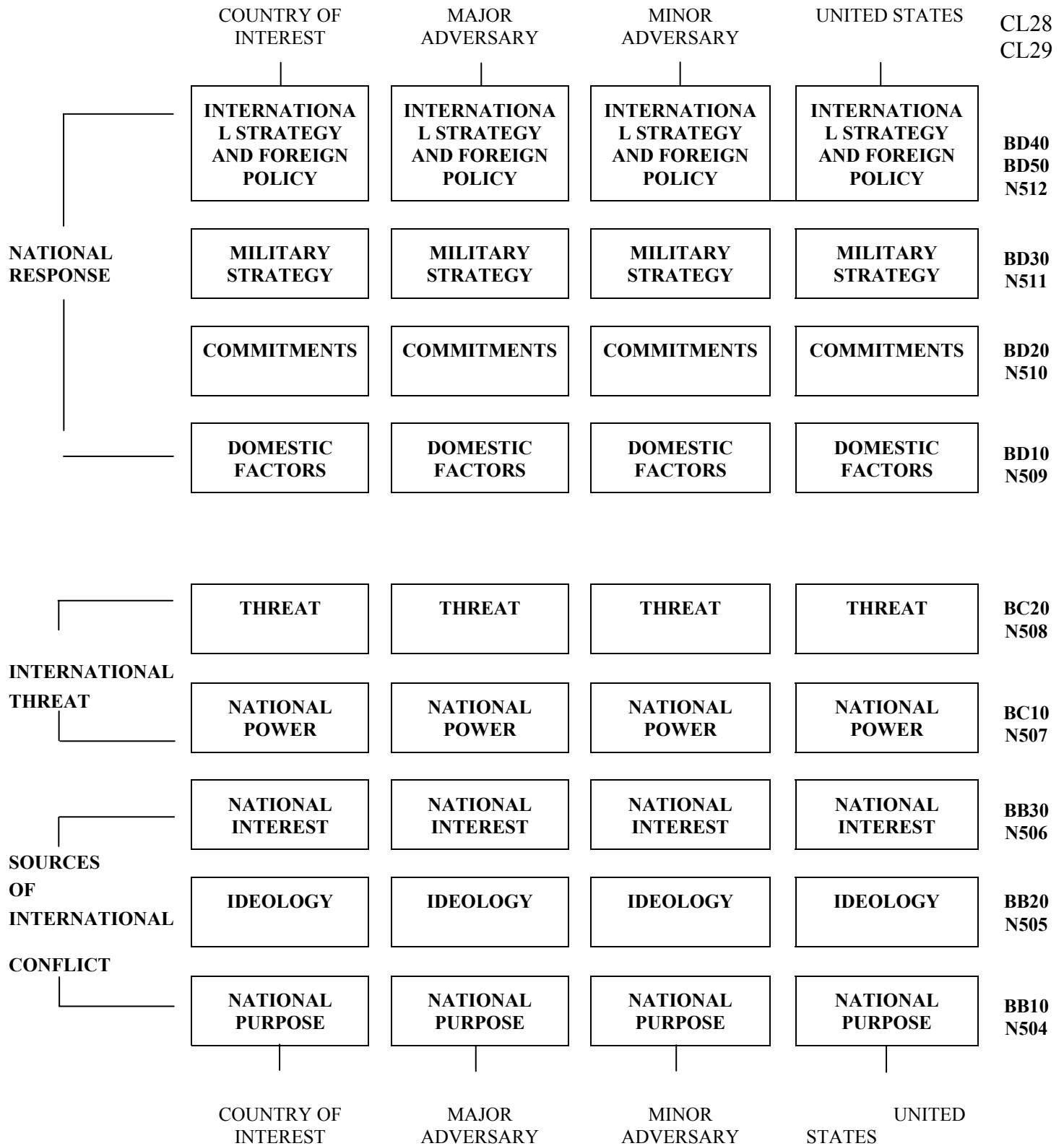
Before you actually start preparing your briefing, you should review the National Security Affairs Model and its elements. Look at the National Security Affairs Model on SH-1-3.

Remember from Lesson BA10/N503, Introduction to National Security Affairs, that the NSA model has four columns. The first column, labeled country of interest, is your particular nation-state. The second column, labeled major adversary, is your nation-state's major adversary. As mentioned previously, this could be a country next door to your nation-state, one on the other side of the world, or it might not even be another nation-state. Your briefing will contain your nation state's major adversary; if your nation-state doesn't have a major adversary, say that. The next column is minor adversary. Your briefing will contain your nation-state's minor adversary; once again, if your nation-state doesn't have a minor adversary, say so. The last column is United States. As you read earlier, some questions you must think about are how does the United States influence your country and what impact does each element of the model have on the United States and possible U.S. military involvement, as it relates to your nation-state.

Once again, note the break in the model. There are two major portions to the model. The bottom portion consists of those ideas and interests most likely to come into conflict. Note the two blocks on the left side of the page: sources of international conflict and international threat. If the national purpose, ideology, or national interest of your nation-state differ from that of its neighbor or another country, it may be a source of international conflict. The national power and perceived threats of your country from other nation-states may make it a threat. The international threat block deals with the circumstances that elevate a conflict of interest to the level of an international threat.

Earlier in this lesson you read that in Phase II, N500, you will conduct a practical exercise in which you will present a 10-minute practice briefing. The practical exercise will require you to brief the bottom portion of the model. You must consider all five elements as they apply to your nation-state, your nation-state's adversaries, and the influence they have on the United States, as well as explaining how these elements of your nation-state could lead to U.S. military involvement. The second briefing you give in N500 will be the briefing that a faculty advisor will evaluate. This briefing will include these elements from the practical exercise, plus those elements from the top portion of the model: the national response block. Again, you must brief these elements for your nation-state, your nation-state's adversaries, and any influence they may have on the United States.

Time will not permit you to go into a lot of detail, so you'll have to decide what is pertinent and absolutely necessary for your briefing; however, you must cover each element of the model in your briefing. Present the information in the same order it appears on the model. Concentrate on those areas that will focus on how the national security affairs of your nation-state can lead to U.S. military involvement. As mentioned, some elements may not apply for your nation-state or its adversaries. If they don't, **say so.**





Pages SH-1-5 thru SH-1-10 provide questions you may want to ask yourself as you conduct your research on each of the elements of the model. You'll note that the title of each block on the left side of the page matches with the nine elements of the model. The answers to these questions may assist you in developing your briefing. You've already had a lesson on each of the elements so the knowledge you obtained should serve as a guide to keep you focused.

COUNTRY OF INTEREST	MAJOR ADVERSARY	MINOR ADVERSARY	UNITED STATES
<b>NATIONAL PURPOSE</b>	<p><b>(SECURITY – INTERNAL CONTENTMENT – DEVELOPMENT AND TRADITION – INTERNATIONAL REVOLUTION)</b></p> <p><b>What is the nation-state's National Purpose?</b></p> <p><b>Are the people content?</b></p> <p><b>Do the people value tradition or development?</b></p> <p><b>Is there technological, economic, or political development occurring?</b></p>	<p><b>(BB10/N504) NATIONAL PURPOSE – the broad reason why a nation exists.</b></p> <p><b>ELEMENTS OF NATIONAL PURPOSE:</b></p> <p>Security Internal Contentment Development and Tradition International Revolution</p> <p><b>SOURCES OF INFORMATION IN DETERMINING A NATION'S NATIONAL PURPOSE:</b></p> <p>Declaration of Independence Constitution Books General Periodicals Specific Interest Periodicals Government Publications</p>	
<b>IDEOLOGY</b>	<p><b>(DEMOCRACY – CAPITALISM – MARXISM – SOCIALISM – FASCISM – MONARCHY – THEOCRACY – COMMUNISM – AUTOCRACY)</b></p> <p><b>Which form of government dominates?</b></p> <p><b>Does it have the support of the people?</b></p> <p><b>Is it stable?</b></p>	<p><b>(BB20/N505) COMPARATIVE IDEOLOGY</b></p> <p>Contrasting the assertions, theories, and goals that make up a social, political, and economic program.</p> <p><b>IDEOLOGIES:</b></p> <p>Democracy – political Capitalism – economic Marxism – political/economic Socialism – political/economic Fascism – political Monarchy – political Theocracy – political/religious Communism – political/economic/ social Autocracy – political</p>	

	COUNTRY OF INTEREST	MAJOR ADVERSARY	MINOR ADVERSARY	UNITED STATES
NATIONAL INTEREST	<p><b>(DEFENSE – ECONOMIC – WORLD ORDER – IDEOLOGICAL)</b></p> <p><b>Identify the major interests of the nation-state and its adversaries.</b></p> <p><b>How intense are the issues within those interests?</b></p> <p><b>How far will the nation-state and its adversaries go to protect their interests?</b></p> <p><b>Will they go to war or negotiate?</b></p> <p><b>How well does the economic system work?</b></p> <p><b>Do the people value prestige?</b></p> <p><b>Does religion play a major or minor role?</b></p>	<p><b>(BB30/N506) NATIONAL INTEREST - the fundamental objective and ultimate determinant that guides the decision makers in making foreign policy.</b></p> <p><b><u>Levels of Importance:</u></b></p> <p>Survival Vital Major Peripheral</p> <p><b><u>Categories of National Interest:</u></b></p> <p><b>DEFENSE</b> – concerned with the protection of a nation-state and its citizens from the threat of physical violence directed from another state.</p> <p><b>ECONOMIC</b> – concerned with the movement and exchange of goods and services in relations with other states.</p> <p><b>WORLD ORDER</b> – deal with maintaining an international political and economic system where a nation-state may feel secure and its citizens and commerce may operate peacefully outside its borders.</p> <p><b>IDEOLOGICAL</b> – the protection and furtherance of a set of values that citizens share and believe are good.</p> <p><b><u>Conflicts of National Interest:</u></b></p> <p>May occur when the interest of two or more nations are the same or opposite.</p> <p>The opposite of a conflict of national interest is when interests are complementary. Most conflicts of interest do not lead to war; however, most wars have a conflict of interest as their root cause.</p> <p><b><u>Interest and Conflict of Interest:</u></b></p> <p>Involves what interests?</p> <p>What are the long-term implications?</p> <p>How do the interests conflict?</p>		

COUNTRY OF INTEREST	MAJOR ADVERSARY	MINOR ADVERSARY	UNITED STATES
<b>NATIONAL POWER</b>	<p><b>(GEOGRAPHIC – DEMOGRAPHIC – POLITICAL – MILITARY – ECONOMIC – NATIONAL WILL)</b></p> <p><b>Identify the nation-state's strong and weak areas.</b></p> <p><b>Which are the greatest strengths?</b></p> <p><b>Which are the greatest weaknesses?</b></p>	<p><b>(BC10/N507) NATIONAL POWER – the ability of a nation-state to cause (directly or indirectly) other nation-states to act in a particular way.</b></p> <p><b><u>Major Elements of National Power:</u></b></p> <p><b>Geographic Elements:</b>  <b>Location; Size and Shape;</b>  <b>Climate; Natural Resources; and</b>  <b>Vegetation</b></p> <p><b>Demographic Elements:</b>  <b>Population Size; Where Settled (urban/rural); Ethnic Composition; Age and Sex; and Education</b></p> <p><b>Political Elements:</b>  <b>Traditions; Stability; Popular Support; Political Friends; and Roles in International Organizations</b></p> <p><b>Military Elements:</b>  <b>Size; Equipment; Deployability; Proficiency; and Reliability/Motivation</b></p> <p><b>Economic Elements:</b>  <b>Raw Materials; Transportation; Industry; Food; Trade and Payments; and Trade Ties With Others</b></p> <p><b>National Will:</b>  <b>Culture; Unity and Disunity; Passive or Energetic; Short- or Long-term Oriented</b></p>	

COUNTRY OF INTEREST	MAJOR ADVERSARY	MINOR ADVERSARY	UNITED STATES
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<b>THREAT</b>	<p><b>(CAPABILITIES – VULNERABILITIES – INTENTIONS - RISKS)</b></p> <p>Is one nation-state highly vulnerable in an area where another is highly capable?</p> <p>Has the nation-state publicized its intentions?</p> <p>What actions appear likely?</p> <p>How great is the risk of those actions?</p> <p>Is a non-military threat effective?</p> <p>Is the threat of military action present?</p> <p>What is the nation-state doing to remove threats to its security?</p>	<p><b>(BC20/N508) THREAT – the capabilities, intentions, and actions of actual or potential enemies to prevent or interfere with the successful fulfillment of national interest.</b></p> <p><b>THREAT ELEMENTS:</b>          Capabilities          Vulnerabilities          Intentions          Risks</p> <p><u><b>Types of Threat:</b></u>  <b>Military</b>          Economic: strategic materials, natural resources, finished products, and assistance.          Political: diplomatic relations, international organizations, and ideology</p>
<b>DOMESTIC FACTORS</b>	<p><b>(PUBLIC OPINION – GOVERNMENT – BUSINESS – MEDIA – INTEREST GROUPS)</b></p> <p>What are the moving forces in the society?</p> <p>What role do they play in forming decisions?</p>	<p><b>(BD10/N509) DOMESTIC FACTORS – those elements of society which influence the direction of a nation-state in the conduct of its foreign affairs. It <u>does not</u> include those elements of the government legally charged with the conduct of foreign policy.</b></p> <p><u><b>Domestic Factor Categories:</b></u>  <b>Business</b>  <b>Interest Groups</b>  <b>Media</b>  <b>Public Opinion</b>  <b>Government</b></p>

COUNTRY OF INTEREST	MAJOR ADVERSARY	MINOR ADVERSARY	UNITED STATES
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<b>COMMITMENTS</b>	<p><b>What type of commitments does the nation-state seek?</b></p> <p><b>Have the commitments been beneficial?</b></p> <p><b>Have the commitments been a hindrance to internal security?</b></p>	<p><b>(BD20/N510) COMMITMENTS</b> –Obligations to one or more foreign nations.</p> <p><u><b>Categories of Commitments:</b></u> Declaratory Contractual</p> <p><u><b>Contractual Commitments:</b></u> Treaties, Covenants, Conventions, Charters, Alliances, Pacts, Protocols, Executive Agreements</p> <p><u><b>Types of Treaties:</b></u> Bilateral Multilateral</p>
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<b>MILITARY STRATEGY</b>	<p><b>(REVOLUTIONARY WAR – TERRORISM – COLD WAR – LIMITED WAR – GENERAL WAR – FUTURE STRATEGY)</b></p> <p><b>Are any of these taking place? If so, which?</b></p> <p><b>Is the nation-state participating in armed conflict?</b></p> <p><b>Who are the major players in the conflict?</b></p> <p><b>What strategy is the nation-state using to combat or create the conflict?</b></p> <p><b>What is the adversaries' strategy?</b></p> <p><b>What (if any) is the United States' strategy?</b></p>	<p><b>(BD30/N511) MILITARY STRATEGY</b> – The art and science of employing the armed forces of a nation to secure the objectives of national policy by application of force, or threat of force.</p> <p><u><b>Types of Military Strategy:</b></u> General War Limited War Cold War Terrorism Revolutionary War Future Strategy</p>
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	COUNTRY OF INTEREST	MAJOR ADVERSARY	MINOR ADVERSARY	UNITED STATES
<b>INTERNATIONAL STRATEGY</b>	<p>Are any of the parties major world powers?</p> <p>If so, what actions are they taking in the world forum?</p> <p>If not, do they rely on the world powers for support?</p> <p>What type of support have they sought?</p> <p>What type of support have they received?</p>			<p>(BD40 &amp; BD50/N512)</p> <p><b>INTERNATIONAL STRATEGY</b> – The <u>how</u> of foreign policy.</p> <p><b>FOREIGN POLICY:</b> The totality of a state's relations with and policies toward other nation-states.</p> <p><b>INTERNATIONAL STRATEGY:</b> The means used to attempt to implement foreign policy and achieve specific foreign policy objectives.</p> <p><b>WHO FORMULATES FOREIGN POLICY:</b> Executive Branch, President, State Department, CIA</p> <p><b>GENERAL STRATEGIES:</b> Cultural Exchange, Economic Aid, Technical Assistance, Official Information, Military Assistance/Power, Economic Relations/Trade, Security Assistance/Intelligence, Education, Alliances, Diplomacy</p> <p><b>TYPES OF INTERNATIONAL STRATEGY:</b> Global, Regional, Nation-State</p>
<b>FOREIGN POLICY</b>	<p>In general:</p> <p>Consider the nation state's foreign policy.</p> <p>Consider the adversary's foreign policy.</p> <p>Do they conflict? How? Do they agree? On what?</p>			<p><b>FOREIGN POLICY</b> – The relatively long-term policies that reflect our goals and objectives throughout the world.</p> <p><b>WHO FORMULATES FOREIGN POLICY:</b> Executive Branch, President, State Department, CIA, NSC</p> <p><b>SELECT U.S. FOREIGN POLICY AREAS:</b> Democracy, Human Rights, Russia, Trade, Western Europe, Revolution</p>

**Some other suggestions for conducting research include:**

- Investigate the history and current foreign policy of your nation-state.**
- Investigate the history and current foreign policy of your nation-state's neighbors. Determine if they are adversaries or allies of your nation-state.**
- Investigate the history and current foreign policy of any major powers like Communist China, Great Britain, France, etc., that may be having a significant impact on your nation-state's foreign policy.**
- Investigate the history and foreign policy of the United States toward your nation-state. Find out why American armed forces are, or may be, in your nation-state. Evaluate the presence or absence of American armed forces in reference to the foreign policy and political viewpoints.**

**As mentioned earlier, you will gather a great deal of information during your research; however, you will not be able to use all the information because of the time limitation of your briefing. Therefore, from all of the information you gather, select the most important information and build your briefing around it.**

**Now that you've looked at "what" you must research, where will you obtain this information?**

**Probably one of the easiest places of obtaining the information you will need for your briefing is through the internet. There are many web sites on the internet (too many for us to list here) which provide information on countries, but a good place to start is by going to the United States Army Sergeants Major Academy Learning Resource Center website.**

**Begin by going to: <http://usasma.bliss.army.mil/lrc/>, then under RESOURCES, go to the LRC Research Aids, then you will find a section titled National Security Affairs/Country Studies that contains several websites that will provide information that you can use in your briefing.**

**Also, there are numerous search engines such as Yahoo and Google that can also be of assistance. Another place to conduct your research is at your local library. Since it may have been a while since you've been in a library, and libraries are in different stages of technology updates, it may be in your best interest to start by asking the librarian to assist you. If your local library doesn't have any research material that you can use, the librarian may be able to arrange an interlibrary loan to provide you with necessary research material.**



## BRIEFING PREPARATION TIPS AND REQUIREMENTS

Your NSA certification briefing is a 15-minute modified information briefing. Therefore, you will use a modified information briefing format for your NSA certification briefing. The following is the general format you will use for the NSA certification briefing:

- Introduction.

- Greeting. Use courtesy; address principal person; identify yourself.
- Purpose. Explain the purpose and scope of your briefing.
- Methodology/Procedure. Indicate how you will conduct the briefing.

- Body.

-- Content. To meet the briefing content requirements, while covering each element of the NSA model you must:

\* Describe international conflicts (national purpose, ideology, and national interest) between your nation-state and its major adversary(ies), minor adversary(ies), and the United States. Remember, a nation-state's adversary need not be another nation-state. Quite often, a nation-state's adversary will be an individual, an organization, or an insurgent group. If your research reveals that your nation-state has no adversaries, you should clearly state this fact in your briefing.

\* Summarize the nation-state's international threats (national power and threat). You must summarize the major threats to the nation-state's security in light of its adversarial relationships.

\* Relate your assigned nation-state's national responses to its conflicts and threats. This requires you to explain what the nation-state does to resolve its conflicts and overcome threats to its security. It also requires you to explain how U.S. foreign policy helps the nation-state counter threats and conversely, how U.S. foreign policy threatens the nation-state.

\* Identify major and minor adversary(ies). You must identify the major and minor adversary(ies) of your nation-state. You must also explain how the relationship between the nation-state and its adversary(ies) threatens the interests of the United States. If the United States is an adversary, explain the position that the nation-state and its allies take toward the United States. Once again, if your research reveals that your nation-state has no adversaries, you should clearly state this fact in your briefing.

- \* Justify U.S. military interests and commitments toward the nation-state. You must explain the United States' commitments or lack of commitments toward your assigned nation-state.

- \* Evaluate U.S. foreign policy objectives toward the nation-state. Summarize past foreign policies, identify current foreign policies, and explain how well current foreign policies are attaining our foreign policy objectives.

- Arrange main ideas in logical sequence. The sequence of your briefing should follow the flow of the NSA Model starting with NATIONAL PURPOSE and ending with FOREIGN POLICY.

- Use visual aids correctly, plan for effective transitions, and prepare to answer questions at any time.

- Close.

- Summarize.

- Ask for questions.

- Make a closing statement and announce next briefer, if any.

During your briefing, you must use a minimum of two different types of training aids (some examples are chalkboard, visual aids, 35MM slides, charts, maps, flags, etc.). If using visual aids (VAs), prepare between 2 and 4 VAs on a disk in a powerpoint presentation and bring the disk with you for the resident phase.

You must prepare an outline of your briefing and provide it to your faculty advisor before you conduct your briefing. An outline, in the broadest sense, is a list of the contents of your briefing. It summarizes and reduces your briefing to its essential parts. Your outline should be an accurate listing of the essential parts of your NSA certification briefing, properly sequenced, and with enough detail to enable the faculty advisor to follow along.

When you conduct your briefing, you will have two minutes to set the stage and position your training aids. You will then have 15 minutes (plus or minus three minutes) for your information briefing.

When preparing your briefing:

- Do NOT attempt to answer in your briefing every question presented on pages SH-1-5 thru SH-1-10; time will simply not permit you to do this. USASMA provided these questions only as a guide to assist you in researching. While you must consider every element, present only those major issues of each element of the model.

- Do NOT use words that are not familiar to the audience.

- Do NOT present an area study of your nation-state.
- Do NOT give a historical monologue about your nation-state.
- Do NOT use training aids that are inappropriate, distracting, or do not contribute to the objective of your briefing.
- Conduct extensive research and include the latest information.

*Student Handout 2***National Security Affairs Briefing Standards****This Student  
Handout Contains**

This student handout contains no official Army doctrine. Pages SH-2-3 thru SH-2-8 contain copies of the forms that a faculty advisor will use to evaluate your national security affairs briefing. Pages SH-2-9 thru SH-2-17 contain the specific standards for superior, satisfactory, and unsatisfactory ratings that the faculty advisor will use to evaluate your oral presentation and research.

National Security Affairs Briefing Worksheet SH-2-3  
and SH-2-4

(The instructor uses this sheet to record the  
overall briefing rating of "GO" or "NO-GO.")

FB FORM 0506A-R-E (USASMA) 1 JUL 02, SH-2-5  
Side A (The instructor uses this sheet to record the  
evaluation of the oral presentation portion of  
the briefing.)

National Security Affairs Model Research  
Requirements SH-2-7 and SH-  
2-8

(The instructor uses this sheet to record the  
evaluation of the research of the NSA Model  
elements.)

Standards for Briefings and Guest Speaker SH-2-9  
thru SH-2-14  
Presentations from Lesson CB04/C500

Standards for National Security Affairs Model  
SH-2-15 thru  
SH-2-17

**NOTE:** Pages SH-2-2 and SH-2-6 are left blank  
intentionally for reproduction purposes.

**NOTE: Print SH-2 and bring it with you when you  
attend Phase II at the Sergeants Major Academy so  
that you have (in writing) the forms and standards  
by which a faculty advisor will evaluate your NSA  
certification briefing.**

## NATIONAL SECURITY AFFAIRS BRIEFING WORKSHEET

RANK	NAME (Last, First, MI)	STUDENT NUMBER
DATE	CLASS NUMBER	COUNTRY OF STUDY

1. GENERAL INSTRUCTIONS.

a. Complete this form in ink.

b. Document all superior and unsatisfactory ratings as follows:

(1) Document superior and unsatisfactory ratings of the oral presentation in the COMMENTS block of FB FORM 0506A-R-E (USASMA) 1 JUL 02, p SH-2-5. This requirement is mandatory.

(2) Document superior and unsatisfactory ratings of the NSA Model Requirements in the REMARKS block of the NATIONAL SECURITY AFFAIRS MODEL RESEARCH REQUIREMENTS evaluation sheet, p SH-2-8. This requirement is mandatory.

c. Inform the student of the date, time, and place designated by the Chief Instructor, SMC-NR, for the make-up presentation should the student receive an overall rating of NO-GO.

2. ORAL PRESENTATION. (FB FORM 0506A-R-E (USASMA) 1 JUL 02). Rate the student's performance as:

a. Superior if you rate the presentation as superior in 15 or more areas of the RESIDENT SMC ORAL PRESENTATION EVALUATION checklist and no unsatisfactory ratings.

b. Unsatisfactory if you rate the presentation as unsatisfactory in five or more areas of the RESIDENT SMC ORAL PRESENTATION EVALUATION checklist.

c. Satisfactory if neither a nor b above applies.

3. RESEARCH REQUIREMENTS. (NATIONAL SECURITY AFFAIRS MODEL RESEARCH REQUIREMENTS). Rate the student's performance as:

a. Superior if you rate the student as superior in eight or more areas of the NATIONAL SECURITY AFFAIRS MODEL RESEARCH REQUIREMENTS checklist and no unsatisfactory ratings.

b. Unsatisfactory if you rate the student as unsatisfactory in any area of the NATIONAL SECURITY AFFAIRS MODEL RESEARCH REQUIREMENTS checklist.

c. Satisfactory if neither a nor b above applies.

4. OVERALL RATING.

a. Rate the student an overall rating of "GO" on the presentation if you rated him as either satisfactory or superior on both ORAL PRESENTATION and RESEARCH REQUIREMENTS.

b. Rate the student an overall rating of "NO-GO" on the presentation if you rated him as unsatisfactory on either ORAL PRESENTATION or RESEARCH REQUIREMENTS.

RATINGS: Circle the rating in each area that applies.

ORAL PRESENTATION:                      UNSATISFACTORY              SATISFACTORY              SUPERIOR

RESEARCH REQUIREMENTS:              UNSATISFACTORY              SATISFACTORY              SUPERIOR

**OVERALL RATING:**

**NO-GO**

**GO**

\_\_\_\_\_  
INSTRUCTOR'S SIGNATURE

\_\_\_\_\_  
STUDENT'S SIGNATURE

\_\_\_\_\_  
DATE

***RESIDENT SMC ORAL PRESENTATION EVALUATION***

<b><i>LAST NAME, FIRST, MI</i></b>	<b>STUDENT #</b>	<b>LESSON #</b>	<b>GROUP #</b> _____	<b>DATE</b>																																																																																																																													
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## NATIONAL SECURITY AFFAIRS MODEL RESEARCH REQUIREMENTS

Check one box per requirement.

	UNS	SAT	SUP	
REQ 1				Identify the National Purpose of given nation-state.
REQ 2				Describe which Ideology(ies) the given nation-state practices.
REQ 3				Describe how National Interest and Conflicts of Interest affect international relations of given nation-state.
REQ 4				Describe sources of National Power of given nation-state.
REQ 5				Summarize Threat situations confronting the given nation-state.
REQ 6				Describe how the Domestic Factors of given nation-state influence its foreign policy.
REQ 7				Determine the nation-state's Commitments.
REQ 8				Describe the Military Strategy of given nation-state.
REQ 9				Summarize past and present U.S. International Strategy toward given nation-state and the Foreign Policy of given nation-state.
REQ 10				Explain how the national security affairs of given nation-state could lead to U.S. military involvement.



# Standards for Briefings and Guest Speaker Presentations

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## KEY COMMUNICATION FACTORS

Appearance and Bearing	<p><b>Unsatisfactory.</b> Posture unprofessional, slouching, or hunched. Untidy and careless in attire; unkempt personal appearance and grooming; uniform wrinkled or dirty. Did not move during presentation (tied to lectern) or movements were awkward, jerky, repetitious, meaningless, or excessive.</p> <p><b>Satisfactory.</b> Posture straight with weight on balls of feet. Neat and well groomed (IAW AR 670-1). Not tied to lectern. Movements varied and usually smooth and purposeful but not excessive; generally supported message.</p> <p><b>Superior.</b> Posture erect, alert, comfortable, and natural. Neat and well groomed (IAW AR 670-1). Movements natural, easy, well-timed, and purposeful. Movements supported the message--helped hold attention, maintain interest, and convey thoughts more clearly.</p> <p><b>NOTE:</b> It is not necessary to exceed the standards of AR 670-1 to receive a SUPERIOR rating. Uniform and appearance must meet standards of AR 670-1 or other appropriate service regulation.</p>
Voice (volume/power)	<p><b>Unsatisfactory.</b> Uneven, excessively choppy speech; too rapid; created an impression of excessive nervousness or anxiety; words not clear to all members of the audience; pace too slow to keep audience's attention; pace unvaried and monotonous. Voice was uncharacteristically raspy or shrill; pitch monotonous. Use of pauses erratic and made the ideas difficult to follow; rushed words instead of pausing; vocalized pauses.</p> <p><b>Satisfactory.</b> Pace varied and appropriate (not too fast or too slow) for subject matter and audience size. Pitch varied within normal range for speaker, not uncharacteristically shrill or monotone. Use of pauses generally effective and usually free of vocalizations.</p> <p><b>Superior.</b> Pace was appropriate for subject and audience; effectively used variety in pace and pitch to emphasize points and convey intensity of convictions and depth of feelings. Used pauses effectively to clarify ideas and emphasize important points.</p>

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## KEY COMMUNICATION FACTORS, Continued

Eye Contact	<p><b>Unsatisfactory.</b> Stared at floor, ceiling, or a fixed point in the room; depended completely on notes or script. Failed to make eye contact with audience.</p> <p><b>Satisfactory.</b> Usually maintained eye contact with the audience; made eye contact with all members of a small audience or with groups in a larger audience. Only referred occasionally to notes.</p> <p><b>Superior.</b> Used eye contact to keep the audience focused on the message. Maintained personal eye contact with the audience creating a true feeling of the speaker's interest in each member of the audience individually. Use of notes inconspicuous.</p>
Gestures	<p><b>Unsatisfactory.</b> Gestures stilted, meaningless, affected, or excessive; speaker had extremely distracting mannerisms; all gestures looked alike.</p> <p><b>Satisfactory.</b> Gestures were natural and appropriate to the occasion; usually purposeful; few distracting mannerisms.</p> <p><b>Superior.</b> Gestures varied, were natural, purposeful, appropriate, and helped keep the audience focused on the message. Use of gestures reinforced ideas and feelings and gave a visual dimension to the words.</p>
Clarity	<p><b>Unsatisfactory.</b> Did not articulate thoughts or ideas clearly. Often used wrong words or words chosen to impress the audience. Made frequent errors in grammar. Frequently mispronounced words.</p> <p><b>Satisfactory.</b> Articulated most thoughts and ideas clearly. Used appropriate words. Errors in grammar were minor and not distracting. Seldom mispronounced words.</p> <p><b>Superior.</b> Articulated thoughts and ideas clearly, concisely, and quickly. Words precise, simple, conversational, and used and pronounced correctly. Grammar correct.</p>

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## PRESENTATION

Preparation and Planning     **Unsatisfactory.** Little or no planning evident; objectives and purpose undefined, unattainable, or unrealistic; organization haphazard; evidences inadequate or no rehearsal.

**Satisfactory.** Obviously planned using imagination; objectives clearly defined; organization adequate; organization shows logic and purpose to form; method and techniques appropriate; evidence of rehearsal.

**Superior.** Demonstrated excellent planning and preparation with creativity in defining the objectives and purpose. Presentation demonstrated a smooth transition and the methods and techniques were excellent. Evidence of extensive rehearsals.

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Knowledge of Subject     **Unsatisfactory.** Fundamental knowledge lacking; devoid of allied or supportive information; frequent errors of fact; many ambiguities and misleading statements; bluffs to cover up inadequacies; avoided answering direct questions.

**Satisfactory.** Knowledge limited to specific briefing subject; knowledge totally adequate for the subject; organized; used illustrative material.

**Superior.** Knowledge of subject and supporting information excellent. Able to answer direct questions with clarity.

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Selection and Use of Training Aids     **Unsatisfactory.** Little or no regard shown for physical conditions. Visual supports inadequate or lacking, failed to illustrate the point, or contained misspelled words. Briefer unprepared to effectively use visual supports, used them as a crutch, directed all of his attention to them, insufficiently explained them, or handled them clumsily.

**Satisfactory.** Room physical conditions acceptable. Visual supports relevant and generally illustrated the points. Briefer familiar with them, introduced them at the proper times, and used them with adequate skill.

**Superior.** Room physical conditions acceptable. Visual supports relevant, effective, professional, and illustrated the points simply and clearly. Briefer well-acquainted with them and smoothly and effectively introduced, explained, and removed them.

## FORMAT

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### Introduction Greeting, Purpose, Methodology/ Procedure

**Unsatisfactory.** Introduction failed to secure attention; lacked imagination and ingenuity. Main idea not clear; not relevant to purpose or audience; and not focused on a specific idea. Failed to announce major points. For a briefing only: introduction failed to include elements required by FM 101-5 for the type of briefing.

**Satisfactory.** Introduction gained audience attention; adequately stated main idea and announced major points. Main idea relevant and focused on a specific idea. For a briefing only: introduction included all elements required by FM 101-5 for the type of briefing.

**Superior.** Used imagination to immediately gain audience attention; clearly stated main idea and announced major points. Main idea memorable and focused on one relevant, interesting idea. For a briefing only: introduction effectively presented all elements required by FM 101-5 for the type of briefing.

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### Body Content

**Unsatisfactory.** Subject too broad or too narrow for time available. Content weak or failed to support main idea. Material presented not relevant to topic. Facts largely vague, inaccurate, or uninteresting. Failed to adequately develop major points; presentation lacked verbal supports such as examples, comparisons, and quotations. Presentation lacked visual supports (when needed or required). Briefing/presentation was unquestionably dull and monotonous.

**Satisfactory.** Subject neither too broad nor too narrow for time available. Content relevant and adequately supported main idea. Facts presented were generally clear, correct, relevant, and interesting. Adequately developed major points; verbal supports such as examples, comparisons, and quotations were generally effective. Used visual supports when needed or required.

**Superior.** Subject precisely narrowed to fit time available: allotted time used effectively to provide an in-depth exploration of topic. Content totally supported the main idea. All points well developed. Facts presented were precise, interesting, and accurate. Verbal supports such as examples, comparisons, and quotations were appropriate, interesting, and effective. Use of visual supports, when needed or required, effectively supported major points.

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## FORMAT, Continued

### Body Logical Sequence

**Unsatisfactory.** Presentation failed because of poor organization, lack of unity, or inappropriate methods and techniques; sequencing inconsistent with main idea and major points; major points did not support the main idea. For a briefing only: body failed to include elements required by FM 101-5 for the type of briefing.

**Satisfactory.** Well-organized presentation; logical development of subject matter and ideas; selection and sequencing of major points supported main idea. For a briefing only: body included all elements required by FM 101-5 for the type of briefing.

**Superior.** Well-organized presentation. Selection of major points and sequencing were particularly appropriate and effective in supporting the main idea. Major points and subordinate ideas logically sequenced so that one flowed naturally into the next. For a briefing only: development effectively presented all elements required by FM 101-5 for the type of briefing.

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### Body Effective Transition(s)

**Unsatisfactory.** Moved from one point to another without clear transitions. Hard to follow.

**Satisfactory.** Usually made smooth transitions from one point to another.

**Superior.** Transitions were smooth and clarified the relationship between the points.

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### Closing Summary

**Unsatisfactory.** No summary, or only an ineffective, token summary. For a briefing only: summary failed to include elements required by FM 101-5 for the type of briefing.

**Satisfactory.** Recapped major points and returned to the main idea. For a briefing only: summary included elements required by FM 101-5 for the type of briefing.

**Superior.** Summary returned audience to the main idea and effectively summarized the major points and their relationship to the main idea. For a briefing only: summary effectively and smoothly incorporated elements required by FM 101-5 for the type of briefing.

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## FORMAT, Continued

<b>Closing</b> Asked for/Responded to Questions	<p><b>N/A.</b> Mark N/A (not applicable) if the type of presentation does not call for a question and answer period or if the question and answer session is for practice only. If N/A, the student will not receive a rating (UNSATISFACTORY, SATISFACTORY, SUPERIOR) in this area.</p> <p><b>Unsatisfactory.</b> Failed to ask for questions. Failed to use proper question and answer techniques. Responses revealed a fundamental lack of knowledge; answers lacked allied or supportive information; frequent errors of facts; many ambiguities and misleading statements; bluffed to cover up inadequacies; avoided answering direct questions.</p> <p><b>Satisfactory.</b> Usually used proper question and answer techniques. Responses revealed an adequate knowledge of the specific subject. Responded candidly when unsure of an answer.</p> <p><b>Superior.</b> Answered all questions using proper question and answer techniques. Well prepared for questions. Responses revealed a solid knowledge of the subject and allied material. Answers well-organized and facts accurate.</p>
<b>Closing</b> Conclusion	<p><b>Unsatisfactory.</b> Failed to make closing statement. <u>For a briefing only:</u> Closing statement failed to include elements required by FM 101-5 for that type of briefing.</p> <p><b>Satisfactory.</b> Closing statement adequate for type of presentation. <u>For a briefing only:</u> closing statement included the elements required by FM 101-5 for that type of briefing.</p> <p><b>Superior.</b> Strong, decisive closing statement clearly appropriate to type of presentation, subject, and audience. <u>For a briefing only:</u> closing statement included the elements required by FM 101-5 for that type of briefing.</p>

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## TIME MANAGEMENT

Length of Presentation	<p><b>Unsatisfactory.</b> Failed to present briefing/speech within the time limits specified for the oral presentation. An unsatisfactory in TIME will not result in an overall rating of unsatisfactory of the briefing.</p> <p><b>Satisfactory.</b> Presented briefing/speech within the time limits specified for the oral presentation.</p> <p><b>Superior.</b> There is no SUPERIOR rating for this category.</p>
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## Standards for National Security Affairs Model Research Requirements

<b>Requirement 1,</b> Identify the National Purpose of the Given Nation- State	<hr/> <p><b>Unsatisfactory.</b> Failed to identify the national purpose of the given nation-state.</p> <p><b>Satisfactory.</b> Identified the national purpose of the given nation-state.</p> <p><b>Superior.</b> Identified the nation-state's national purpose and how that relates to the national purpose of its major adversary, minor adversary, and the United States. If the nation-state has no adversaries, stated that.</p> <hr/>
<b>Requirement 2,</b> Describe Which Ideology(ies) the Given Nation-State Practices	<hr/> <p><b>Unsatisfactory.</b> Failed to describe which ideology(ies) the given nation-state practices.</p> <p><b>Satisfactory.</b> Described which ideology(ies) the given nation-state practices.</p> <p><b>Superior.</b> Described the ideology(ies) practiced by the nation-state and how that relates to the ideology(ies) of its major adversary, minor adversary, and the United States. If the nation-state has no adversaries, stated that.</p> <hr/>
<b>Requirement 3,</b> Describe How National Interest and Conflicts of Interest Affect International Relations of Given Nation- State	<hr/> <p><b>Unsatisfactory.</b> Failed to describe how national interest and conflicts of interest affect international relations of the given nation-state.</p> <p><b>Satisfactory.</b> Described how national interest and conflicts of interest affect international relations of the given nation-state.</p> <p><b>Superior.</b> Described the nation-states national interest and described international conflicts of interest between the nation-state and its major adversary, minor adversary, and the United States. If the nation-state has no adversaries, stated that.</p> <hr/>

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**Requirement 4,** Describe Sources of National Power of Given Nation-State

**Unsatisfactory.** Failed to describe sources of national power of the given nation-state.

**Satisfactory.** Described sources of national power of the given nation-state.

**Superior.** Described the nation-state's national power and how that relates to the national power of its major adversary, minor adversary, and the United States. If the nation-state has no adversaries, stated that.

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**Requirement 5,** Summarize Threat Situations Confronting Given Nation-State

**Unsatisfactory.** Failed to summarize threat situations confronting the given nation-state.

**Satisfactory.** Summarized threat situations confronting the given nation-state.

**Superior.** Summarized threat situations confronting the given nation-state and how that relates to the threat situations of its major adversary, minor adversary, and the United States. If the nation-state has no threat or adversaries, stated that.

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**Requirement 6,** Describe How the Domestic Factors of Given Nation-State Influence Its Foreign Policy

**Unsatisfactory.** Failed to describe how the domestic factors of the given nation-state influence its foreign policy.

**Satisfactory.** Described how the domestic factors of the given nation-state influence its foreign policy.

**Superior.** Described how the domestic factors of the given nation-state influence its foreign policy and how that relates to the domestic factors of its major adversary, minor adversary, and the United States. If the nation-state has no adversaries, stated that.

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**Requirement 7,** Determine the Nation-States Commitments

**Unsatisfactory.** Failed to determine the nation-state's commitments.

**Satisfactory.** Determined the nation-state's commitments.



**Superior.** Determined with whom the nation-state has commitments to include its major adversary, minor adversary, and the United States. Explained the United States' commitments or lack of commitment toward the assigned nation-state. If the nation-state has no adversaries, stated that.

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**Requirement 8,**  
Describe the  
Military  
Strategy of  
Given Nation-  
State

**Unsatisfactory.** Failed to describe the military strategy of the given nation-state.

**Satisfactory.** Described the military strategy of the given nation-state.

**Superior.** Described the military strategy of the given nation-state as well as that of its major adversary, minor adversary, and the United States. Explained how the nation-state's uses its military strategy to resolve its conflicts and overcome threats to its security. If the nation-state has no adversaries, stated that.

**Requirement 9,**  
Summarize Past  
and Present  
International  
Strategy  
Toward Given  
Nation-State  
and the  
Foreign Policy  
of the Given  
Nation-State

**Unsatisfactory.** Failed to summarize past and present international strategy toward the given nation-state and or failed to describe the foreign policy of the given nation-state.

**Satisfactory.** Summarized past and present international strategy toward the given nation-state and described the foreign policy of the given nation-state.

**Superior.** Summarized past and present international strategy toward the given nation-state, its major adversary, minor adversary, and the United States and described the foreign policy of the given nation-state, its major adversary, minor adversary, and the United States. Explained how U.S. foreign policy helps the nation-state counter threats, or conversely, how U.S. foreign policy threatens the nation-state. If the nation-state has no adversaries, stated that.

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**Requirement  
10,**  
Explain How  
the National  
Security

**Unsatisfactory.** Failed to explain how the national security affairs of the given nation-state could lead to U.S. military involvement.

**Satisfactory.** Explain how the national security

Affairs of  
Given Nation-  
State Could  
Lead to U.S.  
Military  
Involvement

affairs of the given nation-state could lead to U.S.  
military involvement.

**Superior.** Briefly related the nation-states national  
responses to its conflicts and threats. Explained  
what the nation-state does to resolve its conflicts  
and overcome threats to its security and how that  
could lead to U.S. military involvement.

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### Lesson Exercise 18

*Title*

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Putting It All Together

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<i>Introduction</i>	None.
<i>Motivator</i>	None.
<b>Safety Requirements</b>	None.
<b>Risk Assessment Level</b>	Low.
<b>Environmental Considerations</b>	None.
<i>Evaluation</i>	Your instructor will evaluate this PE during the resident phase for diagnostic purposes using the grading criteria on LE-18-3.
<b>Instructional Lead-in</b>	None.
<b>Resource Requirements</b>	AR 25-50, DA Pam 600-67, SH-1, and SH-2. You may also use a dictionary, a thesaurus, and a calculator. You may also refer to any of the LEs or SLEs you completed.
<b>Special Instructions</b>	You must complete this lesson exercise prior to reporting to USASMA for the resident phase of the course. Give yourself three hours to complete this LE. Include a separate sheet of paper for each step in paragraph 2 with your finished product. You will turn in your final product on the first day of class.

## *Procedures*

1. Prepare a typewritten memorandum to your faculty advisor on the importance of leadership training at USASMA. Use your signature block. The body of the memorandum must be at least 250 words in length, but no more than 300 words. Turn in all working papers with your final memorandum. The office symbol is ATSS-BAR.
  2. Use the following steps to complete your memorandum:
    - a. **Mindmap the requirement.** Get all your ideas down quickly.
    - b. **Group ideas, organize, and select headings.** Decide on a main point and organize your information. What headings, if any, will you use in your memorandum?
    - c. **Draft your memorandum.** Put the main point up front. Include enough information to support your main idea. Don't worry about passive voice, spelling, and grammar at this point. Make sure, however, that you are producing a useful and understandable document.
    - d. **Conduct a quick-screen edit.** Eliminate passive voice, spelling errors, errors in grammar, and unnecessary long words or jargon.
    - e. **Compute a clarity index.** Did you use long words when simpler words would do the job? Are some of your sentences unnecessarily long?
    - f. **Prepare the final memorandum.** Ask yourself these questions: Is my writing clear, concise, and free of errors in grammar and mechanics? Can the reader understand it in a single, rapid reading? Did I include the necessary information? Is my format correct?
    - g. **Turn in a separate sheet for each step.**
-

*Procedures*  
Continued

**GRADING**

Your grader will total your deductions and subtract them from 100. You must achieve a minimum score of 70 to receive a “go” for this practical exercise. This exercise will not count toward the academic portion of your AER. Students who fail to achieve a score of 70 will rewrite the exercise until they meet the standards. The grading scale below depicts standard deductions for this practical exercise.

<u>Error</u>	<u>Points Deducted</u>
“MAIN POINT” NOT UP FRONT . . . . .	Minus 5 _____
CONTENT WEAK . . . . .	Minus 10 _____
NO QUICK -SCREEN EDIT. . . . .	Minus 5 _____
CLARITY INDEX OVER 40 OR BELOW 20 . . . .	Minus 5 _____
PASSIVE VOICE . . . . .	Minus 2 Ea _____
GRAMMAR AND SPELLING/USAGE. . . . .	Minus 3 Ea _____
MECHANICS AND PUNCTUATION ERRORS . . . . .	Minus 2 Ea _____
USE OF JARGON . . . . .	Minus 2 Ea _____
FAILURE TO USE PERSONAL PRONOUNS . . .	Minus 2 Ea _____
SENTENCES BEGINNING WITH “IT IS,” “THERE IS,” OR “THERE ARE.” . . . . .	Minus 2 Ea _____
TOTAL POINTS DEDUCTED:	_____
SCORE ACHIEVED (100 -- MINUS POINTS DEDUCTED):	_____

*Procedures*  
continued

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WRITING ASSIGNMENT EVALUATION:

\_\_\_\_\_ SUPERIOR (score of 90 or above)  
\_\_\_\_\_ SATISFACTORY (score of 70 to 89)  
\_\_\_\_\_ UNSATISFACTORY ( score of 69 or less)

INSTRUCTOR'S NAME/SIGNATURE: \_\_\_\_\_

GROUP NO. \_\_\_\_\_

STUDENT'S SIGNATURE: \_\_\_\_\_

DATE: \_\_\_\_\_

---

**Feedback  
Requirements**

You will discuss and receive feedback from your instructor during the resident phase of this course.

---

## GUEST QUESTIONNAIRE

The purpose of this questionnaire is to obtain information concerning any guests who plan to attend the graduation dinner. By providing this information, you allow us to make sure that we properly receive any distinguished guests and provide adequate seating. **You must complete one questionnaire for each GUEST. Students are responsible for all guests to pay graduation dinner prior to 17 November 2003.** We will collect questionnaires during your in-processing. **The student is responsible for the payment of their guests.**

For the purpose of this questionnaire, distinguished guests are Division Command Sergeants Major, Senior Officers (Colonel and above) and senior level federal or state officials.

(Please Print Legibly)

STUDENT NAME: \_\_\_\_\_ RANK:

GUEST'S NAME/RANK: \_\_\_\_\_ COMPONENT:

GUEST'S POSITION/TITLE  
AND UNIT OR OFFICIAL ADDRESS:

GUEST'S TELEPHONE NUMBER(S):

### ADDITIONAL INFORMATION FOR GENERAL OFFICERS (GO) ONLY

WHEN WILL (GO) ARRIVE? \_\_\_\_\_ MODE OF TRAVEL:  
(Date) (POV, Air, etc.)

WHERE IS (GO) STAYING WHILE IN EL PASO?

GUEST MENU SELECTION (Circle appropriate Choice):

Choice 1 : \$23.00

**PESTO CHICKEN & FILET MIGNON**  
with Wild Mushrooms & Madera Sauce  
Wild Rice  
Green Beans Almondine  
Caesar Salad  
Dinner Roll & Butter  
Desert: Lemon Creme and  
Chocolate Layer Cakes  
Wine & Punch  
Coffee & Tea

Choice 2 : \$17.00

**VEGETABLE PLATE**  
Dinner Roll & Butter  
Desert: Lemon Creme and  
Chocolate Layer Cakes  
Wine & Punch  
Coffee & Tea

#### CHECKLIST

EACH STUDENT MUST BRING THE FOLLOWING ITEMS TO INPROCESSING.

- A. TDY, ADT, AT orders to include active duty forms.
- B. Everyone Army Writing Program LE/PE18 (C501)
- C. Everyone NSA Briefing SH-1 & SH-2 (N513)



- D. CL 29 Only Info Brief (C500-C) MOD1
- E. CL 29 Only Research Paper (N512) MOD4
- F. Class Maintenance Fee \$15.00
- G. Group Room Photo Fee: (Optional)
  - 1. Class Photo TBD
  - 2. Group Photo 12 November 03

- H. *Graduation Dinner Fee:*
  - 1. *PESTO CHICKEN & FILET MIGNON \$23.00.*
  - Or*
  - 2. *VEGETABLE PLATE: \$17.00.*

- I. Medical Records
  - Profile DA 3349
  - Clearance DA 4970E - if required
  - Blood Test

- Ensure you are in the Army Summer PFU when you report to the height & weight inprocessing station. This will prevent any delay in accomplishing your in-processing.

\* Listed below are items you must bring with you during your two-week resident phase:

# PHYSICAL PROFILE

For use of this form, see AR 40-501; the proponent agency is the Office of The Surgeon General

1. MEDICAL CONDITION

1. RIGHT SHOULDER PAIN. 2. RIGHT ISCHIAL BURSITIS, CHRONIC

2.

P	U	L	H	E	S
1	2	2	1	1	1

3. ASSIGNMENT LIMITATIONS ARE AS FOLLOWS

NO PUSHUPS

CODES

B

4. THIS PROFILE IS ☒ PERMANENT ☐ TEMPORARY EXPIRATION DATE:

5. THE ABOVE STATED MEDICAL CONDITION SHOULD NOT PREVENT THE INDIVIDUAL FROM DOING THE FOLLOWING ACTIVITIES

- |  |   |   |  |  |
|--|---|---|--|--|
| <input type="checkbox"/> Groin Stretch     | <input type="checkbox"/> Thigh Stretch        | <input type="checkbox"/> Lower Back Stretch   | <input type="checkbox"/> Neck & Shoulder Stretch | <input type="checkbox"/> Neck Stretch      |
| <input type="checkbox"/> Hip Raise         | <input type="checkbox"/> Quads Stretch & Bal. | <input type="checkbox"/> Single Knee to Chest | <input type="checkbox"/> Upper Back Stretch      | <input type="checkbox"/> Ankle Stretch     |
| <input type="checkbox"/> Knee Bender       | <input type="checkbox"/> Calf Stretch         | <input type="checkbox"/> Straight Leg Raise   | <input type="checkbox"/> Chest Stretch           | <input type="checkbox"/> Hip Stretch       |
| <input type="checkbox"/> Side-Straddle Hop | <input type="checkbox"/> Long Sit             | <input type="checkbox"/> Elongation Stretch   | <input type="checkbox"/> One-Arm Side Stretch    | <input type="checkbox"/> Upper Body Wt Tng |
| <input type="checkbox"/> High Jump         | <input type="checkbox"/> Hamstring Stretch    | <input type="checkbox"/> Turn and Bounce      | <input type="checkbox"/> Two-Arm Side Stretch    | <input type="checkbox"/> Lower Body Wt Tng |
| <input type="checkbox"/> Jogging in Place  | <input type="checkbox"/> Hams. & Calf Stretch | <input type="checkbox"/> Turn and Bend        | <input type="checkbox"/> Side Bender             | <input checked="" type="checkbox"/> All    |

6. AEROBIC CONDITIONING EXERCISES

- ☐ Walk at Own Pace and Distance  
☒ Run at Own Pace and Distance  
☐ Bicycle at Own Pace and Distance  
☐ Swim at Own Pace and Distance  
☐ Walk or Run in Pool at Own Pace

- ☒ Unlimited Walking  
☐ Unlimited Running  
☒ Unlimited Bicycling  
☒ Unlimited Swimming

- ☐ Run at Training Heart Rate for \_\_\_\_ Min.  
☐ Bicycle at Training Heart Rate for \_\_\_\_ Min.  
☐ Swim at Training Heart Rate for \_\_\_\_ Min.

7. FUNCTIONAL ACTIVITIES

- ☐ Wear Backpack (40 Lbs.)  
☐ Wear Helmet  
☐ Carry Rifle  
☐ Fire Rifle

- With Hearing Protection  
☐ KP/Mopping/Mowing Grass  
☐ Marching Up to \_\_\_\_ Miles  
☐ Lift Up to \_\_\_\_ Pounds  
☒ All

PHYSICAL FITNESS TEST

- ☐ Two Mile Run ☐ Walk  
☐ Push-Ups ☐ Swim  
☒ Sit-Ups ☒ Bicycle

8. TRAINING HEART RATE FORMULA

MALES 220 FEMALES 225

MINUS (-) AGE  
 MINUS (-) RESTING HEART RATE  
 TIMES (X) % INTENSITY  
 PLUS (+) RESTING HEART RATE

50% EXTREMELY POOR CONDITION  
 60% HEALTHY, SEDENTARY INDIVIDUAL  
 70% MODERATELY ACTIVE, MAINTENANCE  
 80% WELL TRAINED INDIVIDUAL

9. OTHER

MAY BICYCLE FOR ALTERNATE APFT EVENT.

TYPED NAME AND GRADE OF PROFILING OFFICER

WINSTON J. WARME, LTC, MC

SIGNATURE

*[Signature]*

DATE

25 OCT 99

TYPED NAME AND GRADE OF PROFILING OFFICER

MERLIN G. ANDERSON, COL, MC

SIGNATURE

*[Signature]*

DATE

25 OCT 99

ACTION BY APPROVING AUTHORITY

PERMANENT CHANGE OF PROFILE

☒ APPROVED ☐ NOT APPROVED

TYPED NAME, GRADE & TITLE OF APPROVING AUTHORITY  
 NEY M. GORE, COL, MC, DCCS

SIGNATURE

*[Signature]*

DATE

5 NOV 99

ACTION BY UNIT COMMANDER

THIS PERMANENT CHANGE IN PROFILE SERIAL ☐ DOES ☐ DOES NOT REQUIRE A CHANGE IN MEMBER'S  
☐ MILITARY OCCUPATIONAL SPECIALTY ☐ DUTY ASSIGNMENT BECAUSE:

TYPED NAME AND GRADE OF UNIT COMMANDER

SIGNATURE

DATE

PATIENT'S IDENTIFICATION (For typed or written entries give: Name (last, first, middle), grade, DCCS, medical facility)

M  
Z  
A

UNIT A CO USASMA 568-8570

ISSUING CLINIC AND PHONE NUMBER  
 ORTHO/PEBLO 569-2897

DISTRIBUTION

UNIT COMMANDER - ORIGINAL & 1 COPY  
 HEALTH RECORD JACKET - 1 COPY  
 CLINIC FILE - 1 COPY  
 MILPO - 1 COPY

DA FORM 3349, MAY 86

REPLACES DA FORM 5302-R (TEST) DATED FEB 84 AND DA FORM 3349 DATED 1 JUN 80, WHICH ARE OBSOLETE



# INDIVIDUAL ACTIVE DUTY CERTIFICATE OF PERFORMANCE

## DATA REQUIRED BY THE PRIVACY ACT

Authority: Title 37 U.S. Code, Section 101 and following.  
Principal Purpose: To certify duty performed as ordered for compensation IAW AR 37-104-10 and internal controls as a Reserve Component soldier.  
Routine Uses: To specify and certify as correct the performance of duty.  
Effect of Failure to Provide Requested Information: Disclosure is voluntary. However, failure to disclose the requested information may delay the payment of compensation.

I CERTIFY THAT I, \_\_\_\_\_  
(Rank, Name, SSN)

HAVE COMPLETED \_\_\_\_\_ DAYS OF THE ACTIVE DUTY PERIOD  
(Number)

SPECIFIED IN ORDER \_\_\_\_\_ HQ \_\_\_\_\_  
(Number) (Issuing HQ)

DATED \_\_\_\_\_ INCLUSIVE DATES OF DUTY PERFORMED

ARE \_\_\_\_\_ TO \_\_\_\_\_ (INCLUDING TRAVEL).

\_\_\_\_\_  
(Soldier's Signature)

\_\_\_\_\_  
(Certifying Official's Signature)

\_\_\_\_\_  
(Date)

\_\_\_\_\_  
(Title)

\_\_\_\_\_  
(Phone No.)

\_\_\_\_\_  
(Date)

\*\*\*\*\*  
\*\* Penalty: The penalty for willfully making a false claim is: A maximum fine of \$10,000.00 or maximum imprisonment of 5 years or both. (U.S. Code, Title 18, Sec 287.) \*\*  
\*\*\*\*\*

\*\*\*\*\*  
\*\* The Certifying Official must have personal knowledge or documentation supporting the fact that the duty was satisfactorily performed. \*\*  
\*\*\*\*\*

USARC FORM 25-R (TEST)

31 DEC 92

Previous editions of this form are obsolete

